

THE CLIENT



Laerdal
helping save lives

Laerdal is a major manufacturer of medical equipment and medical training products with over 7000 employees in 24 countries world-wide. They are based in Stavanger, Norway where they have their global headquarters.

THE CHALLENGE

In 2012, Laerdal's Chief Executive set a strategic objective to enhance their Project Management capability without losing the agility and creativity that has made the company so successful. Increasingly their projects were involving multiple specialisms cutting across regions and cultures and they wanted to ensure that their project approach was evolving to meet these challenges. Key deliverables to support this objectives were:

- ✓ Identifying areas where capability was low and finding ways to improve
- ✓ Defining a PM framework that didn't restrict agility and creativity
- ✓ Transitioning existing projects into the new way of working without causing significant disruption been Aggreko's partners on this journey, leading them through the transformation of their project capability.

THE SOLUTION

ILX consultants have significant experience leading project management change programmes for clients including Vodafone, Aggreko and Etihad. Our solutions combine knowledge of the theories with practical experience and proven understanding of individual and organisational behaviours.

When introducing any change, a baseline is an absolute essential – change cannot be managed unless it can be measured and, to solve any challenge, it is important to understand how the elements in that challenge relate to one another. ILX consultants use a 3 step process – Analyse, Mobilise and Realise to guide our solutions.

The Analyse step is the first milestone in the journey. Project processes were certainly an element in Laerdal's challenge so to develop a baseline and to analyse root cause, ILX Consultants ran an assessment of project management capability using the Project Management maturity Model.

This analysis set sustainable targets for capability improvement in key areas that would address resourcing and prioritisation of complex multi-disciplinary projects. It also identified the key problem areas that could be addressed through a project framework

The next step in our process is Mobilise. This step begins with a robust project plan, with key deliverables including:

- ✓ Framework guidance - in this case they were created and integrated with core process resources on the company's intranet site.
- ✓ A training programme to equip Project Sponsors, Project Managers and their teams with the knowledge of the framework and the skills to apply it; 120+ individuals went through development activities
- ✓ A transition plan to bring existing projects under the governance of the new project framework.

This project was executed in 8 months from April to December 2014.

WHAT HAS CHANGED?

The Realise step gathers momentum during mobilisation as benefits begin to be realised as new capabilities like the new approach to business case and project prioritisation are brought on stream.

- ✓ The Project Framework is applied on 100% of corporate projects
- ✓ All projects are initiated and prioritised based on their business case
- ✓ The capability baseline has matured – with sustainable progress in all areas.
- ✓ Project budgets are baselined and changes are controlled
- ✓ Prioritisation is reviewed every month and prioritisation metrics are clearly understood by all staff.

The Realise step concluded with a re-baselining exercise demonstrating that **Laerdal** had made sustainable progress towards their capability targets

"ILX helped use to understand how we could align our project delivery with proven models for effectively delivery. Crucially, they worked with us to make our framework practical and easy to follow. And they enabled us to get the benefit of a principle based-system without drowning in paperwork."

Martin Hetland, Director PMO

About ILX Group

ILX Group is the world's leading provider of Project, Portfolio and Programme Management consulting and training. We exist in order to make organisations more effective in their delivery of projects.

By combining the expertise of our world-class consultants, the quality of our classroom trainers or the excellence of our award-winning e-learning, we deliver accredited tailored solutions that drive measurable business impact.

Building on the reputation for innovation that we have enjoyed for over a quarter of a century, we are at the cutting edge of thinking in the PPM space. Learners are able to utilise our e-learning on or offline using our iPhone and Android apps. And we are among the first in the industry to embrace gaming as an effective learning tool.

For more information, please visit www.ilxgroup.com.

London

+44 (0) 1270 611 600

Sydney

+61 13 0045 9459

New York

+1 212-618-1261

Dubai

+971 (0) 4 362 4295

Mumbai

+91 11 42885508

Auckland

+64 9 363 9777

contactus@ilxgroup.com

www.ilxgroup.com

